Category B
Bowling

MWR Program
Standards and Metrics

May 2003

Title **Page**

CATEGORY B PROGRAM STANDARDS AND METRICS

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CATEGORY B BOWLING PROGRAM STANDARDS AND METRICS

INTRODUCTION

About Program Standards and Metrics

PREFACE

Program standards and metrics were developed to accomplish the OPNAV (N-46), Navy-wide requirement to develop measurements for all Navy programs funded with Base Operating Support (BOS) dollars.

Metric:	*"A quantifiable measure (not the measurement itself) made over time, which communicates vital information about the quality of a process, activity, or resource."*
	"A metric may be subjective, relative or absolute."
	Ben Barrow, Phoenix AZ, 2000.

The desired outcome of the initiative is to help Navy senior leadership make funding justifications, choices, and decisions.

GOALS

The following goals will be achieved by applying program standards and metrics.

1. Establish Navy-wide standards or reference points in the areas of service delivery, cost, and efficiencies and establish metrics to measure how individual programs, regions, and Navy MWR overall is doing in relation to these standards.

**GOALS
(cont.)**

2.   Show how MWR is linked to Navy readiness, retention, and mission and answer the following questions all competitors for APF funding must answer:

- •   "Why is the program important to the Navy?" and,

- •   "What do we lose in the way of readiness, retention, or mission accomplishment if the program is partially or not funded?"

3.   Starting with POM-04, use program standards and metrics to build MWR's funding requirements for each POM and PR cycle. (i.e., to calculate how much APF MWR funding is required as part of the Navy's resource programming process.)

(This is the process every APF competitor must use to justify program needs.)

4.   Identify program priorities. (e.g., What is funded first? What is funded last? What is funded fully? What is funded partially? ....and, Why?)

5.   Identify and employ standard data collection systems and applications to examine and assess the standards and metrics for each identified MWR program.

6.   Ensure the program standards and metrics data can be used by anyone to determine (compare) how similar programs are doing within regions and throughout Navy MWR.

7.   Identify efficiencies and best practices that can be shared and/or duplicated within regions and throughout Navy MWR.

BACKGROUND   In the fall of 2000, a Navy MWR Integrated Process Team
                    (IPT) steering group began the program standards and metrics
                    project by:

- Establishing a steering group.

- Identifying key members from N-46, PERS-65, Major
  Claimants, Navy regions, and from among Navy MWR
  directors to participate on various project teams.

- Adopting a metrics "model" to help organize and
  prioritize standards for each program.

- Determining how to proceed with the establishment of
  standards and metrics.

- Identifying the initial MWR programs to be studied.

  The initial MWR programs studied represent more than
  80% of the APFs used by MWR, exclusive of the Child
  Development program, which was studied separately.

  - Fitness.
  - Liberty.
  - Libraries.
  - Fleet/Isolated Motion Picture (MOPIC).
  - Youth Activities/SAC.
  - Outdoor Recreation.
  - Information, Tickets and Travel (ITT).

The IPT used the following project procedure:

- Define project goals and objectives.

- Divide the project team into work groups and assign
  responsibilities and tasks.

BACKGROUND (cont.)

The project team work groups included:

- Program Support.
- MWR MACRO Standards.
- MIS Applications.
- Research.
- Communications.
- Best Practices.

• Direct the development of standards and metrics program for MWR programs that consists of two major parts:

- Program Standards.
- Customer Satisfaction.

• Provide MWR program metrics and standards for:

- Personnel.
- Facilities.
- Programs/Programming.
- Equipment.
- Administration.

• Prepare evaluation tools.

• Develop directions for assessing and comparing an MWR program's current condition to the specified program standards and for using the metrics evaluation tools.

• Test standards and metrics and adjust as needed.

• Publish program standards and metrics for each MWR program to be studied.

The Installation Management Working Group and the Shore Installation Programming Board approved the standards and a

BACKGROUND (cont.)

Navy-wide assessment was conducted in August/September 2001. Navy Personnel Command (Pers 65) assumed responsibility for the standards and issued a formal implementation in December 2002.

In order that a more accurate assessment could be made of the quality of and APF support needed for the MWR program, the MWR IPT Steering Group identified five additional programs for inclusion in the process:

- MWR Overhead
- Auto Skills
- Category B Bowling
- Afloat Recreation (Shipboard)
- Fleet Recreation (Shore Support)

PET Teams were also charged with revising the standards for the original seven programs in order to maintain their currency with professional practice. A Navy-wide assessment of all programs, new and old, is scheduled for August/September 2003.

WHAT THIS PROGRAM WILL AND WON'T DO

What this standards and metrics program does:

- It publishes standards to which you are to compare <u>your</u> MWR program.

- It provides the metrics and assessment tools which you will use to compare your MWR program to these published standards.

What this program does NOT do:

- It does <u>not</u> tell you what you should do to run your MWR program, or how you should run it.

- It does <u>not</u> tell you how to close the gap between these published standards and your MWR program, if one exists.

HOW TO USE THIS DOCUMENT

Each booklet is divided into the following sections:

- Table of contents.
- Section I.
- Measurement 1 -- Personnel.
- Measurement 2 -- Facilities.
- Measurement 3 -- Programming.
- Measurement 4 -- Equipment.
- Measurement 5 -- Administration.
- Section II -- Customer Satisfaction.
- Section III -- Scoring.

The program standards are found after the appropriate metric for each program measurement area. The worksheets for each metric follow the standards in each section.

The Table of Contents is used to locate specific metrics and standards and metrics information.

This Introduction section explains the project, methods, and use of the directive.

The sections tabbed "Metric X -- Title" contain the metrics and standards and for one of the five major measurement areas.

SOURCES

The standards published in this document drew on the following:

- Existing, official DoD and/or DON instructions/policy.

- Generally accepted industry and/or professional standards, recommendations, and/or guidelines.

- Best MWR and/or business practices.

- The experience of the project team members.

ASSISTANCE

If you have questions regarding this program, please contact the appropriate PERS-65 program manager. Use the address and phone numbers below for general information, assistance and routing.

NAVY PERSONNEL COMMAND
NAVY MWR DIVISION (PERS-654)
5720 INTEGRITY DRIVE
MILLINGTON TN 38055-6540

DSN		882-6717
COM	(901)	874-6717
FAX	(901)	874-6847
INTERNET		pers654@persnet.navy.mil

STANDARDS CONTINUUM

As you will see, the processes result in scores that, through the use of work sheets, tables and simple arithmetic, equate to the following:

10	SL1	Ideal
9		
8	SL2	Operational with some deficiencies
7		
6	SL3	Operational with serious deficiencies
5		
4	SL4	Not operational
3		
2		
1		
0		

NOTE:	The scoring methods calculate to scores between 1 and 10.

TRUTH IN ADVERTISING

DO NOT use the score sheets to make your MWR program look a bit better (or worse) than it actually is. The purpose of this process is to justify full funding with regard to Navy readiness, retention, and mission.

GLOSSARY

The following abbreviations, acronyms, and definitions apply.

BOS	Base Operating Support
IPT	Integrated Process Team
M/S	Metrics/Standards (and vice-versa)
NPRST	Navy Personnel Research Studies and Technology
PET	Program Enhancement Teams
POM	Program Objective Memorandum
PR	Program Review
PSG	Program Support Group
SL	Service Level
S/M	Standards/Metrics (and vice-versa)

Benchmark A performance reference point.

Charts Used to graphically display metric results. The chart itself is not a metric.

Counts A statistic/measurement that can result in a metric. However, statistics do not necessarily give a measure that will drive appropriate management action.

Measurement Actual value of a metric.

Metric A quantifiable measure (not the measurement itself) made over time, which communicates vital information about the quality of a process, activity, or resource. A metric may be subjective, relative or absolute. A metric is means to an end--not the end itself.

Status Measure A one time measurement that conveys little trend information. (Such as data in a pie chart.)

Metric Attributes
- Meaningful to the customer
- Tells how well organizational goals are being met through measured processes
- Simple, understandable, and repeatable
- Unambiguously defined
- Shows a trend
- Its data is easy and economical to collect
- Timely
- Drives appropriate management action

STANDARD

A standard is a statement of desirable practice as set forth by experienced and recognized professionals. Many of the standards in this document are based directly on those published by DoD, Navy or an appropriate professional society – because they were developed in the same way – by experienced and recognized professionals. Other standards are professional interpretations written to fit Navy MWR, given its unique requirements. All the standards, then, are not regulatory and are written to direct and stimulate the program and the corporate policy body toward better and safer services, programs and innovations.

Every Navy command and MWR department is rightfully concerned with the efficiency and effectiveness of its operations. With the importance of MWR experiences to the quality of life of Navy personnel, every agency has a responsibility to perform at the highest possible level. The appraisal of just how well an MWR program operates is indeed a difficult task. It is inadequate to evaluate on financial performance alone – program deliverables are vastly more important but more difficult to measure. For this reason, the Navy has turned to the experience and wisdom of its MWR professionals. This experience and wisdom have been formalized into this set of standards, which may be used to evaluate one's program. The collective result of compliance with standards will be a high quality program that meets professional requirements and the unique needs of those served.

**NOT APPLICABLE
"N/A"**

It is possible you will find that some standards don't apply to your program. Circumstances may be such that the standard simply "doesn't fit." When that happens, you may mark the standard "N/A" and adjust the scoring accordingly. You should remember that applicability is the nature of most standards, however ... meaning that most standards DO apply. Just because you don't comply or it is very difficult for you to achieve, doesn't mean it doesn't apply. You should be able to justify your reasoning for any standard you mark "not applicable."

BOWLING PROGRAM DESCRIPTION

These standards apply to Category B Bowling programs, i.e. bowling programs at Navy CONUS commands having 12 lanes or less or the command is categorized as remote and isolated; or the command is located OCONUS. Category B Bowling programs typically offer services such as bowling resale, food and beverage, bowling instruction, open play bowling, league bowling, youth bowling and tournaments. Standards in this booklet apply to the bowling operation only. Many Category B Bowling Centers have other businesses operating within them and managed by the same staff. These standards attempt to identify the various requirements to run a quality bowling operation only. The other businesses may still operate within the Category B Bowling Center, but their requirements are not included here.

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CATEGORY B BOWLING PROGRAM STANDARDS AND METRICS PERSONNEL

METRIC 1.1

Percent Compliance With Staffing Standards

PURPOSE OF THIS METRIC

To measure the Navy Category B Bowling Program's current staffing level compared to the prescribed staffing standard.

REFERENCES/ SOURCES

- DOD 1400.25-M, Chap 1400, Department of Defense Civlilian Personnel Manual

- SECNAVIST 5300.22C, Navy Marine Corps Personnel Policy Manual For Nonappropriated Fund Instrumentalities (NAFI's)

- BUPERSINST 5300.10A, Navy Personnel Command (NAVPERSCOM) Nonappropriated Fund (NAF) Personnel Manual For Navy Nonappropriated Fund Instrumentalities (NAFIs)

- BUPERSINST 1710.11C, Operation of Morale, Welfare and Recreation (MWR) Programs

- OPM Handbook of Occupation Group and Families

- Standardized NAF Position Descriptions

- MWR Managers Desk Reference, Vol 3

- AMF Personnel Manual, Position Descriptions

- Brunswick Personnel Manual, Position Descriptions

NOTES   The Navy's Category B Bowling Program has a direct influence on Quality of Life enhancement with all demographic groups. Quality Category B Bowling programs are a result of professional and qualified staff with knowledge and resources to successfully provide quality products, services, and patron responsive programs and facilities that contribute to the quality of life to the patrons of the Navy community.

STANDARDS

1.1.1   Category B programs should be staffed in accordance with the appropriate staffing standards shown below. The following standards assume the center is open a minimum of 50 hours per week. The standard assumes large centers (16-32 lanes) operate 70 or more hours per week. Centers open on a significantly different schedule need to adjust accordingly. FTE = full time equivalent – may be filled by any number of employees in a full, part or flex time capacity. One FTE = 2087 hours per year.

A.   Category B Bowling Centers with 16-32 lanes:

1 - Manager, Full-time (GS-9/11 or NAF Equivalent)

1 - Assistant Manager, Full-time (GS-5/7 or NAF Equivalent)

1 - Bowling Equipment Repairer, Full-time (WG-5/7 or NAF Equivalent)

4 (FTE) - Bowling Facility Maintenance Worker (WG 4/5 or NAF Equivalent)

2 (FTE) - Recreation Aide Leader, (GS- 3/4 or NAF Equivalent)

3 (FTE) - Recreation Aide/Attendant, (GS-3 or NAF equivalent)

B.   Category B Bowling Centers with 8 to 12 lanes:

1 - Manager, Full-time (GS-5/7, or NAF equivalent)

1 - Bowling Equipment Repairer, Full-time (WG-5/7, or NAF equivalent)

2 (FTE) - Bowling Facility Maintenance Worker, (WG-4/5, or NAF equivalent)

2 (FTE)- Recreation Aide/Attendant, (GS-3 or NAF equivalent)

C. Category B Bowling Centers with 6 lanes or less:

1 - Manager/ Bowling Equipment Repairer Full-time (GS-5/7 or NAF equivalent)

2 (FTE) - Bowling Facility Maintenance Worker, (WG-4/5, or NAF equivalent)

2 (FTE)- Recreation Aide/Attendant, (GS-3 or NAF equivalent)

**Score Sheet
Category B Bowling
Metric 1.1**

Step 1   Find the staffing standard that applies to your size Category B Bowling center.

A. Category B Bowling Centers with 16-32 lanes:		A	
Step 2 Circle the number in column (A) that applies to your program for each position in the standard.		**Meet Standard**	**Filled Below Standard**
1	Manager, Full-time (GS-9/11 or NAF Equivalent)	1	0.5
1	Assistant Manager, Full-time (GS-5/7 or NAF Equivalent)	1	0.5
1	Bowling Equipment Repairer, Full-time (WG-5/7 or NAF Equivalent)	1	0.5
1 (FTE)	Bowling Facility Maintenance Worker (WG 4/5 or NAF Equivalent)	1	0.5
1 (FTE)	Bowling Facility Maintenance Worker (WG 4/5 or NAF Equivalent)	1	0.5
1 (FTE)	Bowling Facility Maintenance Worker (WG 4/5 or NAF Equivalent)	1	0.5
1 (FTE)	Bowling Facility Maintenance Worker (WG 4/5 or NAF Equivalent)	1	0.5
1 (FTE)	Recreation Aide Leader, (GS- 3/4 or NAF Equivalent)	1	0.5
1 (FTE)	Recreation Aide Leader, (GS- 3/4 or NAF Equivalent)	1	0.5
1 (FTE)	Recreation Aide/Attendant, (GS-3 or NAF equivalent)	1	0.5
1 (FTE)	Recreation Aide/Attendant, (GS-3 or NAF equivalent)	1	0.5
1 (FTE)	Recreation Aide/Attendant, (GS-3 or NAF equivalent)	1	0.5

Step 3   Add the numbers you circled and enter total.

Step 4   Compute your percent compliance:

A ÷ 12 x 100 = % Compliance

Your % Compliance

Step 5   Enter your percent compliance in the performance block for metric 1.1.

Step 6   Find the corresponding "score" (0-10) and enter it in the "score" block for this metric.

B. Bowling Centers with 8 to 12 lanes		A	
Step 2 Circle the number in column (A) that applies to your program for each position in the standard.		**Meet Standard**	**Filled Below Standard**
1	Manager, Full-time (GS-5/7, or NAF equivalent)	1	0.5
1	Bowling Equipment Repairer, Full-time (WG-5/7, or NAF equivalent)	1	0.5
1 (FTE)	Bowling Facility Maintenance Worker, (WG-4/5, or NAF equivalent)	1	0.5
1 (FTE)	Bowling Facility Maintenance Worker, (WG-4/5, or NAF equivalent)	1	0.5
1 (FTE)	Recreation Aide/Attendant, (GS-3 or NAF equivalent)	1	0.5
1 (FTE)	Recreation Aide/Attendant, (GS-3 or NAF equivalent)	1	0.5

Step 3   Add the numbers you circled and enter total.

Step 4   Compute your percent compliance:

A ÷ 6 x 100 = % Compliance

Your % Compliance

Step 5   Enter your percent compliance in the performance block for metric 1.1.

Step 6   Find the corresponding "score" (0-10) and enter it in the "score" block for this metric.

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C. Bowling Centers with 6 lanes or less		A	
Step 2 Circle the number in column (A) that applies to your program for each position in the standard.		**Meet Standard**	**Filled Below Standard**
1	Manager/ Bowling Equipment Repairer Full-time (GS-5/7 or NAF equivalent)	1	0.5
1 (FTE)	Bowling Facility Maintenance Worker, (WG-4/5, or NAF equivalent)	1	0.5
1 (FTE)	Bowling Facility Maintenance Worker, (WG-4/5, or NAF equivalent)	1	0.5
1 (FTE)	Recreation Aide/Attendant, (GS-3 or NAF equivalent)	1	0.5
1 (FTE)	Recreation Aide/Attendant, (GS-3 or NAF equivalent)	1	0.5

Step 3   Add the numbers you circled and enter total.

Step 4   Compute your percent compliance:

A $\div$ 5 x 100 = % Compliance

Your % Compliance

Step 5   Enter your percent compliance in the performance block for metric 1.1.

Step 6   Find the corresponding "score" (0-10) and enter it in the "score" block for this metric.

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CATEGORY B BOWLING PROGRAM STANDARDS AND METRICS PERSONNEL

METRIC 1.2

Percent Compliance With Appropriate Qualifications Standards

PURPOSE OF THIS METRIC

To measure the qualifications of the Bowling Center staff as compared to standards established for each position.

REFERENCES/ SOURCES

- BUPERSINST 1710.11C, Operation of Morale, Welfare and Recreation (MWR) Programs

- BUPERSINST 5300.10A, Navy Personnel Command (NAVPERSCOM) Nonappropriated Fund (NAF) Instrumentalities (NAFIs)

- OPN Handbook of Occupation Groups and Families

- Standardized NAF Position Descriptions

- MWR Managers' Desk Reference, Vol 3

- AMF Guidelines – Job Descriptions

- Brunswick Recreation Centers – Position Descriptions

NOTES

The Navy's Bowling Program has a direct influence on Quality of Life enhancement with all demographic groups. Quality bowling programs are a result of professional and qualified staff with knowledge and resources to successfully provide quality products, services, and patron responsive programs and facilities that contribute to the quality of life of the Navy community.

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Standards

Bowling Center Manager

1.2.1   Associates degree in Management, Hospitality, Recreation or related field or 3 years related experience.

Assistant Bowling Center Manager

1.2.2   Associates degree in Management, Hospitality, Recreation or related field or 2 years related experience.

Bowling Equipment Repairer

1.2.3   High School Diploma or equivalency.

1.2.4   2 years of experience in bowling facility and equipment maintenance or has graduated from a bowling maintenance and repair school.

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Score Sheet
Bowling
Metric 1.2

	A
Step 1 Circle the number in column (A) for each standard met. **Standards**	**Meet Standard**
Bowling Center Manager	
1.2.1 Associates degree in Management, Hospitality, Recreation or related field or 3 years related experience.	1
Assistant Bowling Center Manager	
1.2.2 Associates degree in Management, Hospitality, Recreation or related field or 2 years related experience.	1
Bowling Equipment Repairer	
1.2.3 High School Diploma or equivalency	1
1.2.4 2 years of experience in bowling facility and equipment maintenance or has graduated from a bowling maintenance and repair school.	1
Step 2 Add the circled numbers for your base size and enter total.	

Step 3 Compute your percent compliance:

Size	"B"
Bowling Centers with 16 to 32 lanes	4
Bowling Centers with 8 to 12 lanes	3
Bowling Centers with 6 or less lanes	1

A ÷ B x 100 = % Compliance

Your % Compliance

Step 4   Enter your percent compliance in the performance block for metric 1.2.

Step 5   Find the corresponding "score" (0-10) and enter it in the "score" block for metric.

CATEGORY B BOWLING PROGRAM STANDARDS AND METRICS
PERSONNEL

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METRIC 1.3

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Percent Compliance With Training Standards

PURPOSE **OF THIS** **METRIC**	To measure the training completed by the personnel employed in the program as compared to training required for each position.

REFERENCES/
SOURCES

- BUPERSINST 1710.11C, Operation of Morale, Welfare and Recreation (MWR) Programs

- BUPERSINST 5300.10, Personnel Manual for Nonappropriated Fund Instumentalities

- MWR Managers' Desk Reference, Vol. 3

- MWR Fiscal Year Training Program

- International Bowling Pro Shop and Instructors Association – Pro Shop Guidelines

- AMF – University - Training Curriculum

NOTES

The Navy Personnel Command (NPC) through the Navy Morale, Welfare and recreation Training Branch, the other Military branches, and the bowling industry offers mission related, essential training courses for personnel associated with bowling throughout the Navy.

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Standards

The following required training is provided and documented in employees' files.

1.3.1 All employees who have been employed for 90 days or more have completed the local base indoctrination program.

1.3.2 Managers and supervisors who have been employed for 12 months or more have completed the MWR Managers' Course.

1.3.3 Managers and supervisors who have been employed for 18 months or more have completed the Leadership Skill for Managers (LSFM) Course.

1.3.4 Bowling Center Managers who have been employed for 2 years or more have completed a bowling management course.

1.3.5 Bowling Center Managers who have been employed for 2 years or more have completed a 16-hour course in lane maintenance.

1.3.6 Bowling Equipment Repairers who have been employed for 6 months or more have completed a 16-hour lane maintenance course.

1.3.7 Bowling Center Managers who have been employed for 2 years or more have completed a 24-hour certification course in Basic Coaching.

1.3.8 All employees who have been employed for 90 days or more have attended the Star Service: Achieving Extraordinary Customer Relations course.

1.3.9 Managers and supervisors who have been employed for 18 months or more have completed the Star Service: Coaching for Extraordinary Customer Service course.

1.3.10   All employees who have been employed for 90 days or more have completed training/certification in the following:

- CPR/First Aid
- Local emergency procedures

1.3.11   Bowling Equipment Repairers employed for 6 months or more have attended specific training on equipment repair and maintenance as offered by manufacturers.

1.3.12   Bowling Center Managers employed for 12 months or more have attended site-specific training on equipment repair and maintenance as offered by manufacturers.

1.3.13   The Bowling Center Manager or Equipment Repairer has attended a lane certification inspection course within the last 3 years.

1.3.14   Bowling Center Manager and key bowling center employees have attended at least one outside professional or personal skill development class/workshop experience in the past year (after completing the aforementioned required training, e.g., workshops, conferences, computer training. etc.).

Score Sheet
Bowling
Metric 1.3

	A
Step 1 Circle the number in column (A) for each standard met. **Standards**	**Meet Standard**
1.3.1 All employees who have been employed for 90 days or more have completed the local base indoctrination program.	1
1.3.2 Managers and supervisors who have been employed for 12 months or more have completed the MWR Managers' Course.	1
1.3.3 Manager and supervisors who have been employed for 18 months or more have completed the Leadership Skill for Managers (LSFM) Course.	1
1.3.4 Bowling Center Managers who have been employed for 2 years or more have completed a bowling management course.	1
1.3.5 Bowling Center Managers who have been employed for 2 years or more have completed a 16-hour lane maintenance course.	1
1.3.6 Bowling Equipment Repairers who have been employed for 6 months or more have completed a 16-hour lane maintenance course.	1
1.3.7 Bowling Center Managers who have been employed for 2 years or more have completed a 24-hour certification course in Basic Coaching.	1
1.3.8 All employees who have been employed for 90 days or more have attended the Star Service: Achieving Extraordinary Customer Relations course.	1
1.3.9 Managers and supervisors who have been employed for 18 months or more have completed the Star Service: Coaching for Extraordinary Customer Service course.	1
1.3.10 All employees who have been employed for 90 days or more have completed training/certification in the following: • CPR/First Aid • Local emergency procedures	1

1.3.11	Bowling Equipment Repairers employed for 6 months or more have attended specific training on equipment repair and maintenance as offered by manufacturers.	1
1.3.12	Bowling Center Managers employed for 12 months or more have attended site-specific training on equipment repair and maintenance as offered by manufacturers.	1
1.3.13	The Bowling Center Manager or Equipment Repairer has attended a lane certification inspection course within the last 3 years.	1
1.3.14	Bowling Center Manager and key bowling center employees have attended at least one outside professional or personal skill development class/workshop experience in the past year (after completing the aforementioned required training), e.g., workshops, conferences, computer training. etc.).	1

Step 2   Add the circled numbers and enter total.

Step 3   Compute your percent compliance:

A $\div$ 14 x 100 = % Compliance

Your % Compliance

Step 4   Enter your percent compliance in the performance block for metric 1.3.

Step 5   Find the corresponding "score" (0-10) and enter it in the "score" block for metric.

CATEGORY B BOWLING PROGRAM STANDARDS AND METRICS FACILITIES

METRIC 2.1

Percent Compliance With Facility Square Footage Standards

PURPOSE OF THIS METRIC

To measure the degree of compliance with prescribed square footage established for Category B Bowling Center facilities.

REFERENCES/ SOURCES

• NAVFAC P-80 (740.40 Bowling Center)

• AMF Facility Planning Guide

• AMF Bowling Products Guide

• Brunswick Comprehensive Bowling Center Planning Guide

• ABC/WIBC Bowling Center Certification

NOTES

Bowling Centers are recreational facilities which accommodate bowling and related functions, which may include: open bowling, leagues, tournaments, youth bowling, instruction, exhibitions, and support activities such as equipment sales and rental, food and beverage service, electronic and table games, and meetings.

Related Facilities: Consideration should be given to collocating the Bowling Center with the following recreational facilities in order to (1) take advantage of potential savings in space requirements and operating costs, and (2) provide users with the increased convenience of clustered facilities:

**NOTES
(cont.)**

- Amusement Center

- MWR recreational and foodservice facilities, generally.

Standards

2.1.1   The Bowling Center has at least 1000 square feet (84.61 sq. m) of building area per lane.

2.1.2   The Bowling Center has a parking area that allows adequate spaces for bowling patrons.

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Score Sheet
Bowling
Metric 2.1

	A
Step 1 Compute your percent of compliance with each standard and circle the appropriate numbers in column A. **Standards**	**Meet Standard**

2.1.1 The Bowling Center has 1000 square feet (84.61 sq. m) of building area per lane.	>100%	5
	95-100%	4
	90-94%	3
	85-89%	2
	80-84%	1
	<80%	0
2.1.2 The Bowling Center has a parking area that allows adequate spaces for bowling patrons.		1

Step 2   Add the circled numbers and enter total.

Step 3   Compute your percent compliance:

A ÷6 x 100 = % Compliance

Your % Compliance

Step 4   Enter your percent compliance in the performance block for metric 2.1.

Step 5   Find the corresponding "score" (0-10) and enter it in the "score" block for metric.

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CATEGORY B BOWLING PROGRAM STANDARDS AND METRICS FACILITIES

METRIC 2.2

Percent Compliance With Qualitative Facility Standards

PURPOSE OF THIS METRIC	To measure the percent of compliance with qualitative facility standards established for Bowling Center facilities.

REFERENCES/ SOURCES	• NPC MWR Bowling Checklist
	• AMF Preventive Maintenance Program
	• AMF Structured Unit Visit (SUV)
	• Brunswick - Bowling Center Manager's Safety & Maintenance Manual
	• ABC/WIBC Bowling Center Certification

NOTES

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Standards

2.2.1   The Bowling Center reception desk/control counter is proportioned to the number of lanes and is easily accessible from any part of the facility.

2.2.2   The bowlers' area is at least 12' (3.7 m) deep, covered with vinyl tile or equally suitable material.

2.2.3   The concourse aisle space is at least 12' (3.7 m) wide.

2.2.4   The Bowling Center has exterior bowling center signs that are clearly readable from adjacent roads.

2.2.5   The cleanliness, safety and operating condition of the Bowling Center (exterior and interior) is evaluated daily.

2.2.6   Parking lot and exterior approach to the building is clean and free of debris.

2.2.7   Parking lot lighting is at least 1-2 foot candles at ground level.

2.2.8   Bowling center is continually maintained during daily operations.

2.2.9   Lighting on concourse is sufficient, 10-30 foot candles during normal operations.

2.2.10   Lighting over lanes is sufficient, 20-25 foot candles during normal operations.

2.2.11   Preventive maintenance is completed on a regular basis and noted on the log.

2.2.12   Bowling mechanic's areas are free of debris, clutter, dirt, oil and grease.

2.2.13   Bowling Center has an HVAC system that can maintain a 40-50% relative humidity level and patron comfort.

2.2.14   Facility deficiencies are promptly identified and requests for corrective action submitted.

2.2.15   Carpeting has been replaced within the last 5 years.

2.2.16   Interior of the building has been repainted within the past 3 years, with high traffic areas repainted more frequently.

2.2.17   Ceiling tiles have been replaced within the last 3 years and are routinely replaced as they become stained or broken.

Score Sheet
Bowling
Metric 2.2

	A
Step 1 Circle the number in column (A) for each standard met. **Standards**	**Meet Standard**
2.2.1 The Bowling Center reception desk/control counter is proportioned to the number of lanes and is easily accessible from any part of the facility.	1
2.2.2 The bowlers' area is at least 12' (3.7 m) deep, covered with vinyl tile or equally suitable material.	1
2.2.3 The concourse aisle space is at least 12' (3.7 m) wide.	1
2.2.4 The Bowling Center has exterior bowling center signs that are clearly readable from adjacent roads.	1
2.2.5 The cleanliness, safety and operating condition of the Bowling Center (exterior and interior) is evaluated daily.	1
2.2.6 Parking lot and exterior approach to the building is clean and free of debris.	1
2.2.7 Parking lot lighting is at least 1-2 foot candles at ground level.	1
2.2.8 Bowling center is continually maintained during daily operations.	1
2.2.9 Lighting on concourse is sufficient, 10-30 foot candles during normal operations.	1
2.2.10 Lighting over lanes is sufficient, 20-25 foot candles during normal operations.	1
2.2.11 Preventive maintenance is completed on a regular basis and noted on the log.	1
2.2.12 Bowling mechanic's areas are free of debris, clutter, dirt, oil and grease.	1
2.2.13 Bowling Center has an HVAC system that can maintain a 40-50% relative humidity level and patron comfort.	1
2.2.14 Facility deficiencies are promptly identified and requests for corrective action submitted.	1
2.2.15 Carpeting has been replaced within the last 5 years.	1

2.2.16	Interior of the building has been repainted within the past 3 years, with high traffic areas repainted more frequently.	1
2.2.17	Ceiling tiles have been replaced within the last 3 years and are routinely replaced as they become stained or broken.	1

Step 2   Add the numbers you circled and enter total.

Step 3   Compute your percent compliance:

A ÷17 x 100 = % Compliance

Your % Compliance

Step 4   Enter your percent compliance in the performance block for metric 2.2.

Step 5   Find the corresponding "score" (0-10) and enter it in the "score" block for metric.

CATEGORY B BOWLING PROGRAM STANDARDS AND METRICS PROGRAMMING

METRIC 3.1

Percent Compliance With Programming Standards

PURPOSE OF THIS METRIC

To determine the level of compliance with prescribed standards for Bowling Centers.

REFERENCES/ SOURCES

• MWR Managers' Desk Reference, Vol. 1

• BUPERSINST 1710.11C, Operation of Morale, Welfare and Recreation (MWR) Programs

---

NOTES

Activity and event frequencies are provided as "guidelines". Only you and your immediate supervisor can identify, define, and justify your programming frequencies and mix based on local policy, customer/patron needs and expectations, traditional usage, environmental conditions, available APF/NAF budget, MWR Program competition, staff skill and knowledge, etc. The frequencies shown in the description of recurring monthly (or greater) activities and events apply to facilities with the greatest number of lanes.

Your programmed activities/events may be greater in number. However, if they are consistently fewer in number, you may not be meeting your customers' needs.

In addition to offering a recommended number of program activities, your schedule should include activities, events, and services in the various programming categories and formats indicated.

**NOTES
(cont.)**

Directed Activities:

- Activities that are led/programmed by a professional, the Bowling Manager, or a trained staff member. Examples: 4-6-7-10 Split Contests, Karaoke Night, Cosmic Bowling, etc.

- Frequency: 3 times per month

Filler Activities:

- A planned activity that is led by a trained paid or volunteer staff member. These activities are generally less complex than a directed activity. Examples: Mini-contests, Lucky Lane Drawing, Red Pin, lunch specials, etc.

- Frequency: 1 time per week

Special Interest Group/Club:

- Customers/patrons that share a special interest or connection and can combine that interest with bowling. Examples: Singles League, Las Vegas League, Empty Nesters Tournament, Squadron/Ship Night, etc.

- Frequency: 1 time per week

Skills/Knowledge Classes:

- A scheduled training, instruction and/or specialized guidance led by a paid or volunteer staff member or contracted professional. Examples: Novice/Advanced Lessons, Children's/Juniors Lessons, How to Keep Score, etc.

- Frequency: 1 time per week

**NOTES
(cont.)**

Theme Activities:

• Activities that focus on a central idea or concept, such as holidays, an occurrence, or common interest. Examples: Haunted House Bowling, Rock-N-Bowl, Children's Easter Bowl, etc.

• Frequency: 1 per month

Competitions:

• Any event challenging the participant's mental, physical, and or social skills. Examples: House Challenges, Captain's Cup, No-Tap/Doubles/ Scotch/Mixed Tournaments, etc.

• Frequency: 1 time per week

Trips And Outings:

• Virtually any recreational activity or area of interest can be explored in the trip and outing format. Examples: Travel League, Home and Home Tournament, Collegiate/Professional Tournament, etc.

• Frequency: 1 per quarter

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Standards

3.1.1   The listed frequencies and categories of recreation activities and events should be offered in the Bowling Program.

The total number (standard) of monthly activities and events for each facility size is shown below.

Bowling Center Size	Standard # Activities/Events
16 or More Lanes	24
8 – 12 Lanes	20
6 or Less Lanes	14

3.1.2   Community-Wide Activities:

- Activities that are comprised of six or more theme activity elements and are also coordinated with other base departments and/or community agencies. Examples: Bowl-A-Thon, Special Olympics, Best of the Base Tournament, Department Challenge, etc.

- Frequency: 1 per quarter

3.1.3   Special Entertainment:

- Live entertainment from in-house talent or "no talent" shows, dinner theater, and comedy nights to DoD touring shows, battles of the bands and commercial rock concerts. Examples: Touring Pro Demo, Bands, etc.

- Frequency: 1 per quarter

3.1.4   Bowling center prepares and maintains a monthly program activity calendar.

3.1.5   Bowling center has a patron development program that generates new bowlers through program indoctrination, coaching and skills training.

3.1.6   Bowling center has a glow-in-the-dark bowling program (e.g. cosmic, extreme) each week.

3.1.7   Bowling center has established a youth bowling program that teaches sportsmanship and encourages bowling.

3.1.8   Bowling center has a personal achievement awards program (e.g., 300 game, 700 or 800 series patches, trophies, certificates, wall-of-fame, etc.)

Score Sheet
Bowling
Metric 3.1

	A
Step 1 Circle the number in column (A) for each standard met. **Standards**	**Meet Standard**

3.1.1   **Bowling Center Size**   **Standard #**
                                Activities/Events
        16 or More Lanes   24
        8 – 12 Lanes   20
        6 or Less Lanes 14 Compute your percent of compliance with the number of activities/ events per month and circle the appropriate number in column A.	

>100%	5
95-100%	4
90-94%	3
85-89%	2
80-84%	1
<80%	0
3.1.2 Community-Wide Activities	1
3.1.3 Special Entertainment	1
3.1.4 Bowling center prepares and maintains a monthly program activity calendar.	1
3.1.5 Bowling center has a patron development program that generates new bowlers through program indoctrination, coaching and skills training.	1
3.1.6 Bowling center has a glow-in-the-dark bowling program e.g., cosmic, extreme, each week.	1
3.1.7 Bowling center has established a youth bowling program that teaches sportsmanship and encourages bowling.	1

3.1.8 Bowling center has a personal achievement awards program (e.g., 300 game, 700 or 800 series patches, trophies, certificates, wall-of-fame, etc.)	1

Step 2   Add the numbers you circled and enter total.

Step 3   Compute your percent compliance:

A ÷12 x 100 = % Compliance

Your % Compliance

Step 4   Enter your percent compliance in the performance block for metric 3.1. Enter the score for this metric into the "Program Standards Sub-Matrix" in section "3. Program."

Step 5   Find the corresponding "score" (0-10) and enter it in the "score" block for this metric.

CATEGORY B BOWLING PROGRAM STANDARDS AND METRICS EQUIPMENT

METRIC 4.1

Percent Compliance With Correct Type Of Equipment Standards

PURPOSE OF THIS METRIC

To determine the level of compliance with prescribed quality standards for Category B Bowling programs.

REFERENCES/ SOURCES

- AMF Facility Guide

- Brunswick Comprehensive Bowling Center Planning Guide

NOTES

All equipment must meet American Bowling Congress (ABC), Women's International Bowling Congress (WIBC), industry standards and trends (e.g., "cutting edge" or "state of the art") and is determined by customer demand/satisfaction. Furniture, Fixtures and Equipment (FF&E) meet the demand of the customers and facility.

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Standards

Bowling centers shall be equipped with the following:

4.1.1   Pairs of synthetic lanes & approaches appropriate for the size of the center.

4.1.2   Minimum of 2 sets of illuminated masking units and panels for each pair of lanes having bold, colorful, glow graphics on both sides.

4.1.3   Automatic ball returns for each pair of lanes.

4.1.4   Automatic scoring system consisting of one bowler terminal and monitor per pair of lanes - minimum monitor size 27".

4.1.5   Bowling pins, minimum 3 sets per lane. ("Set" is defined as 10 pins) Additional sets of pins may be required to support glow-in-the dark or other types of programs.

4.1.6   House bowling balls, minimum 6 per lane (weight is based on the predominance of type of bowlers, i.e., children, ladies, teens, etc.).

4.1.7   House bowling shoes, minimum of 6 pairs per lane, most common sizes based on the predominance of type of bowlers, i.e., children, ladies, teens, etc.).

4.1.8   Bumpers, one set per lane.

4.1.9   Bowling ball racks, based on available space and number of house bowling balls in circulation.

4.1.10   Front & Back Office System, hardware and bowling software.

4.1.11   A minimum of one updated computer, with access to e-mail, internet and a printer, for use by management.

4.1.12   Convenient access to a copier and fax machine during operating hours.

4.1.13   Office telephones with access to commercial long distance, DSN, and an automated answering system.

4.1.14   Control desk telephone with local calling access and an answering system.

4.1.15   Public address system.

4.1.16   A professionally installed integrated sound and special effects lighting system. System must be adequate to support programming needs (glow in the dark, birthday parties, blackout, etc.)

4.1.17   Point-of-Sale System. POS should have an integrated credit card system if volume warrants.

4.1.18   Bowling settee equipment.

4.1.19   Lockers, minimum 3 per lane.

4.1.20   Automated lane-conditioning equipment capable of stripping the lanes and applying an adjustable pattern that meets or exceeds ABC/WIBC specifications.

4.1.21   Equipment capable of removing dust from the lane (lane duster).

4.1.22   A commercial grade, automatic ball cleaner for patron use.

4.1.23   A ball spinner (for sanding, cleaning and polishing)

4.1.24   A lane monitoring system for reading and adjusting lane condition.

4.1.25   A commercial grade ball resurfacer for reconditioning house balls.

4.1.26   A buffer for lane and house maintenance.

4.1.27   Tools necessary for the upkeep of pinsetters and other specialized bowling
center equipment.

4.1.28   Adequate ball drilling equipment for maintenance of house balls, if volume
justifies.

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Score Sheet
Bowling
Metric 4.1

	A
Step 1 Circle the number in column (A) for each standard met. **Standards**	**Meet Standard**
4.1.1 Pairs of synthetic lanes & approaches appropriate for the size of the center.	1
4.1.2 Minimum of 2 sets of illuminated masking units and panels for each pair of lanes having bold colorful, glow graphics on both sides.	1
4.1.3 Automatic ball returns for each pair of lanes.	1
4.1.4 Automatic scoring system (one bowler terminal and monitor per pair of lanes (minimum monitor size 27").	1
4.1.5 Bowling pins, minimum 3 sets per lane. ("Set" is defined as 10 pins) Additional sets of pins may be required to support glow-in-the dark or other types of programs.	1
4.1.6 House bowling balls, minimum 6 per lane (weight is based on the predominance of type of bowlers, i.e., children, ladies, teens, etc.).	1
4.1.7 House bowling shoes, minimum of 6 pairs per lane, most common sizes based on the predominance of type of bowlers, i.e., children, ladies, teens, etc.).	1
4.1.8 Bumpers, one set per lane.	1
4.1.9 Bowling ball racks, based on available space and number of house bowling balls in circulation.	1
4.1.10 Front & Back Office System, hardware and bowling software.	1
4.1.11 A minimum of one updated computer, with access to e-mail, internet and a printer, for use by management.	1
4.1.12 Convenient access to a copier and fax machine during operating hours.	1
4.1.13 Office telephones with access to commercial long distance, DSN, and an automated answering system.	1

4.1.14	Control desk telephone with local calling access and an answering system.	1
4.1.15	Public address system.	1
4.1.16	A professionally installed integrated sound and special effects lighting system. System must be adequate to support programming needs (glow in the dark, birthday parties, blackout, etc.)	1
4.1.17	Point-of-Sale System. POS should have an integrated credit card system if volume warrants.	1
4.1.18	Bowling settee equipment.	1
4.1.19	Lockers, minimum 3 per lane.	1
4.1.20	Automated lane-conditioning equipment capable of stripping the lanes and applying an adjustable pattern that meets or exceeds ABC/WIBC specifications.	1
4.1.21	Equipment capable of removing dust from the lane (lane duster).	1
4.1.22	A commercial grade, automatic ball cleaner for patron use.	1
4.1.23	A ball spinner (for sanding, cleaning and polishing)	1
4.1.24	A lane monitoring system for reading and adjusting lane condition.	1
4.1.25	A commercial grade ball resurfacer for reconditioning house balls	1
4.1.26	A buffer for lane and house maintenance.	1
4.1.27	Tools necessary for the upkeep of pinsetters and other specialized bowling center equipment.	1
4.1.28	Adequate ball drilling equipment for maintenance of house balls, if volume justifies.	1

Step 2   Add the numbers you circled and enter total.

Step 3   Compute your percent compliance:

A $\div$ 28 x 100 = % Compliance

Your % Compliance

Step 4   Enter your percent compliance in the performance block for metric 4.1.

Step 5   Find the corresponding "score" (0-10) and enter it in the "score" block for metric.

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CATEGORY B BOWLING PROGRAM STANDARDS AND METRICS
EQUIPMENT

METRIC 4.2

Percent Compliance With Equipment Life-Cycle Standards

PURPOSE OF THIS METRIC

To determine the percentage of equipment that is replaced routinely as result of age/lifecycle requirements.

REFERENCES/ SOURCES

- AMF Schedule

- Brunswick Schedule

- NAF Deprecation Schedule

NOTES

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Standards

4.2.1   Each of the following major equipment items has been replaced within the time periods listed.

•	Masking Unit Inserts	3-Years
•	Lane Conditioning Equipment	8-Years
•	Furniture	10-Years
•	Ball Lift	10-Years
•	Scoring System	15-Years
•	Ball Cleaner/Polisher	15-Years
•	Pinspotters	25-Years
•	Lanes (Synthetic)	35-Years

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Score Sheet
Bowling
Metric 4.2

	A
Step 1 Circle the number in column (A) for each standard met. **Standards**	**Meet Standard**
4.2.1 Each of the following major equipment items has been replaced within the time periods listed	
• Masking Unit Inserts 3-Years	1
• Lane Conditioning Equipment 8-Years	1
• Furniture 10-Years	1
• Ball Lift 10-Years	1
• Scoring System 15-Years	1
• Ball Cleaner/Polisher 15-Years	1
• Pinspotters 25-Years	1
• Lanes (Synthetic) 35-Years	1

Step 2 Add the numbers you circled and enter total.

Step 3 Compute your percent compliance:

A ÷8 x 100 = % Compliance

Your % Compliance

Step 4 Enter your percent compliance in the performance block for metric 4.1.

Step 5 Find the corresponding "score" (0-10) and enter it in the "score" block for metric.

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CATEGORY B BOWLING PROGRAM STANDARDS AND METRICS
EQUIPMENT

<table>
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METRIC 4.3

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Percent Compliance With Equipment Maintenance Standards

PURPOSE OF THIS METRIC

To determine the percent of compliance with prescribed equipment maintenance standards

REFERENCES/ SOURCES

- ABC/WIBC Bowling Center Certification Manual

- AMF Technical Support Manuals

- Brunswick Comprehensive Bowling Center Planning Guide

- Brunswick Preventive Maintenance Manual

- Brunswick Technical Specifications

NOTES

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Standards

4.3.1   The ABC and the WIBC have certified all lanes within the past year.

4.3.2   Manufacturers' daily, weekly, quarterly, semi-annual, and annual maintenance plans are performed and documented.

4.3.3   Lanes, approaches, gutters, and bumpers are in a well-maintained condition.

4.3.4   Masking units are clean, dust free and in good repair.

4.3.5   The Bowling Equipment Repairer keeps up-to-date logs of daily machine stops, remedial and preventive maintenance (PM) work performed.

4.3.6   Automated scoring system consoles and monitors are clean and controls are in good working condition.

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Score Sheet
Bowling
Metric 4.3

	A
Step 1 Circle the number in column (A) for each standard met. **Standards**	**Meet Standard**
4.3.1 The ABC and the WIBC have certified all lanes within the past year.	1
4.3.2 Manufacturers' daily, weekly, quarterly, semi-annual, and annual maintenance plans are performed and documented.	1
4.3.3 Lanes, approaches, gutters, and bumpers are in a well-maintained condition.	1
4.3.4 Masking units are clean, dust free and in good repair.	1
4.3.5 The Bowling Equipment Repairer keeps up-to-date logs of daily machine stops, remedial and preventive maintenance (PM) work performed.	1
4.3.6 Automated scoring system consoles and monitors are clean and controls are in good working condition.	1

Step 2   Add the numbers you circled and enter total.

Step 3   Compute your percent compliance:

A $\div$ 6 x 100 = % Compliance

Your % Compliance

Step 4   Enter your percent compliance in the performance block for metric 4.3.

Step 5   Find the corresponding "score" (0-10) and enter it in the "score" block for metric.

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CATEGORY B BOWLING PROGRAM STANDARDS AND METRICS
EQUIPMENT

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**APF SCORE SHEET FOR
EQUIPMENT AND SUPPLIES**

</div>

**PURPOSE
OF THIS
SCORE SHEET**

To determine the amount of APF funding needed
for equipment and supplies.

**REFERENCES/
SOURCES**

•   NAVSO P-1000, Financial Management Policy Manual

•   BUPERSINST 1710.11C, Operation of Morale, Welfare
    and Recreation (MWR) Programs

NOTES

The amount of APFs needed by the program for equipment
and supplies must be computed locally because the method
used involves the determination of on-hand inventories. The
totals submitted will be aggregated by program, region,
claimancy and Navy wide to determine the amount of APFs
required for equipment and supplies to operate Category B
Bowling programs at the SL1 level.

As a rule of thumb, 25% of the value of all NAF and APF
property (both minor property and fixed assets) should be
expended annually for routine repairs and replacements and
to adequately provide for routine consumable supplies and
other operating expenses.

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Score Sheet
Bowling
Equipment and Supplies

Compute your total APF support authorization for equipment and supplies as follows:

      A.   Amount required to purchase any additional
           equipment your program needs to comply with
           the equipment standards in 4.1 and 4.2.   _____

      B   25% of the value of your current minor and fixed
          property inventory. Do not include the value of
          lanes or pinsetters in the property inventory
          amount.   _____

      C.   Total   _____

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CATEGORY B BOWLING PROGRAM STANDARDS AND METRICS ADMINISTRATION

METRIC 5.1

Percent Compliance With Administrative Requirements

PURPOSE OF THIS METRIC

To determine the degree to which the Bowling Program complies with administrative requirements not addressed in previous standards.

REFERENCES/ SOURCES

- NPC MWR Managers' Handbook, Vols. 1-4.

- BUPERSINST 1710.11C, Operation of Morale, Welfare and Recreation (MWR) Programs

- Star Service: Coaching for Extraordinary Customer Service Program Book, AchieveGlobal Corporation, Tampa, FL

NOTES

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STANDARD

5.1.1   Bowling Center Vision, Mission and Guiding Principles are posted in customers' view at or near the control desk.

5.1.2   There is a written statement of annual goals, specific objectives and an action plan relating to the enhancement of the bowling program.

5.1.3   There is a current, written employee handbook/orientation which includes at a minimum:

- Safety - Accident prevention and reporting.

- Emergency procedures.

- Bowling Center opening and closing procedures.

- Bowling Center rules and regulations.

- Cleaning Procedures

- Cash Handling

5.1.4   A center diary/planning guide is used daily for problems, incidents, scheduling events, including birthday parties, league and managed play.

5.1.5   Lineage/games are reconciled with income on a daily basis.

5.1.6   The annual statistical data report has been completed and submitted to NPC within the past year.

5.1.7   All league service agreements are completed and are on file in the bowling center.

5.1.8   Bowling Center has a written marketing plan that supports core program elements.

- Marketing plan consists of a professional image, identity and logo.

- Marketing plan addresses the use of flyers, specials, on-base TV & radio media, print media and point of purchase materials.

- Utilizes MWR website to promote bowling programs.

- Open play and league flyers are current, neat and prominent.

- Staff are trained so that lane to lane selling is occurring at peak open play times.

- Suggestive selling used regularly and frequently, including use of coupons.

- There is an outside sales plan, which should include calls/visits to tenant commands, DoD contractors, on-base schools and church and membership organizations.

5.1.9   The bowling program is promoted regularly through flyers, newsletters, Plan of the Day, and other base media.

5.1.10   The Bowling program has a written customer service/interaction standard that is posted and visible to staff.

5.1.11   Bowling Center has a structured program in place to regularly and systematically collect customer feedback and satisfaction measurements.

- A customer card feedback program consisting of gathering and handling both positive and negative comments is in place.

- Customer feedback surveys are conducted semi-annually with results and an action response report documented. Survey method includes at least one of the following:

  - Interviews.
  - Written Survey (e.g., Pulse Point).
  - Focus Groups.

5.1.12   Bowling Center Manager approves, in writing, the selection of staff.

5.1.13   Bowling staff is easily recognized by appropriate uniform and nametag.

5.1.14   Bowling Center Manager is visible to patrons during peak periods, special events and tournaments.

5.1.15   A commercial and military competition analysis is conducted annually and compared with the bowling center program, including:

- Facility description
- Prices
- Products and services offered
- Activities and event offered
- Equipment availability and condition
- Service quality

5.1.16   Bowling program complies with the financial requirements of BUPERSINST 1710.11C.

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Score Sheet
Bowling
Metric 5.1

	A
Step 1 Circle the number in column (A) for each standard met. **Standards**	**Meet Standard**
5.1.1 Bowling Center Vision, Mission and Guiding Principles are posted in customers' view at or near the control desk.	1
5.1.2 There is a written statement of annual goals, specific objectives and an action plan relating to the enhancement of the bowling program.	1

5.1.3   There is a current, written employee handbook/orientation which includes at a minimum:
 	
    • Safety - Accident prevention and reporting.
    • Emergency procedures.
    • Bowling Center opening and closing procedures.
    • Bowling Center rules and regulations.
    • Cleaning Procedures.
    • Cash Handling
	1

5.1.4 A center diary/planning guide is used daily for problems, incidents, scheduling events, including birthday parties, league and managed play.	1
5.1.5 Lineage/games are reconciled with income on a daily basis.	1
5.1.6 The annual statistical data report has been completed and submitted to NPC within the past year.	1
5.1.7 All league service agreements are completed and are on file in the bowling center.	1

5.1.8	Bowling Center has a written marketing plan that supports core program elements.
	
	    • Marketing plan consists of a professional image, identity and logo.
	    • Marketing plan addresses the use of flyers, specials, TV & radio media, print media and point of purchase materials.
	    • A customer-focused, up-to-date Web site.
	    • Open play and League flyers are current, neat and prominent.
	    • Staff are trained so that lane to lane selling is occurring at peak open play times.
	    • Suggestive selling used regularly and frequently (Bowling, Food, Beverage) including use of menus and coupons.
	    • There is an outside sales plan, which should include calls/visits to tenant commands, DoD contractors, on-base schools and church and membership organizations.
		1

5.1.9	The bowling program is promoted regularly through flyers, newsletters, Plan of the Day, and other base media.	1
5.1.10	The Bowling program has a written customer service/interaction standard that is posted and visible to staff.	1

5.1.11	Bowling Center has a structured program in place to regularly and systematically collect customer feedback and satisfaction measurements.
	
	    • A customer card feedback program consisting of gathering and handling both positive and negative comments is in place.
	    • Customer feedback surveys are conducted semi-annually with results and an action response report documented. Survey method includes at least one of the following:
	      - Interviews.
	      - Written Survey (e.g., Pulse Point).
	      - Focus Groups.
		1

5.1.12	Bowling Center Manager approves, in writing, the selection of staff.	1
5.1.13	Bowling staff is easily recognized by appropriate uniform and nametag.	1
5.1.14	Bowling Center Manager is visible to patrons during peak periods, special events, and tournaments.	1

5.1.15	Annually conduct commercial and military competition analysis and compare your program with the following: • Facility description • Prices • Products and services offered • Activities and event offered • Equipment availability and condition • Service quality	1
5.1.16	Bowling program complies with the financial requirements of BUPERSINST 1710.11C.	1

Step 2   Add the numbers you circled and enter total.

Step 3   Compute your percent compliance:

$A \div 16$ x 100 = % Compliance

Your % Compliance

Step 4   Enter your percent compliance in the performance block for metric 5.1.

Step 5   Find the corresponding "score" (0-10) and enter it in the "score" block for metric.

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BOWLING PROGRAM STANDARDS AND METRICS
SECTION II

<div style="border: 1px solid black; background: gray;">

CUSTOMER SATISFACTION

</div>

Survey Instructions

PURPOSE OF THIS SECTION

To describe how to calculate your Customer Satisfaction score.

BACKGROUND

In addition to assessing the five standards, you need to determine how satisfied your customers are with your programs and services. The following will provide you information on how to derive a customer satisfaction score for your program.

INSTRUMENT

The survey instrument (see page II - 7) that will be used in this process was developed by a group of researchers and it has been used extensively by the Parks and Recreation profession for over ten years. Further, this instrument has proven to be a reliable and valid measure of service quality. It measures service quality, which represents past transactions or experiences with services, events or activities. Delivering quality service means meeting customer expectations on a consistent basis.

PROCEDURES

To calculate your customer satisfaction score follow the steps mentioned below. This process is very similar to Duty 1.0 - Assess Needs in the MWR Managers Desk Reference. For further information, please refer to the checklist provided in Task 1.1 of the MWR Manager Desk Reference. A checklist is also provided for your use on page II - 5.

PROCEDURES
(cont.)

Step 1. Determine method of collecting data. Data can be collected using pen and paper surveys, or through the use of some data collection software. You determine the most efficient way to collect your data. We will assume you will be using a traditional pen and paper method.

Step 2. Download survey instrument from website and customize for your use by inserting your program name.

Step 3. Determine the number of surveys to be collected. Only those users of your programs and services should participate in this process. Some of your users may complete more than one program survey if they are participating in a variety of MWR activities. Try to collect data from a representative cross-section of users to include active duty, spouses, dependents, civilians and retirees.

The following should be used as a guide to determine how many surveys should be completed.

AVERAGE NUMBER OF PARTICIPANTS PER MONTH	YOU NEED TO GATHER DATA FROM AT LEAST:
Below 200	All participants
200-299	160 participants
300-399	190 participants
400-499	212 participants
500-599	230 participants
600-699	245 participants
700-799	256 participants
800-899	267 participants
900-999	275 participants
1000 or more	300 participants

Step 4. Copy the appropriate number of surveys preferably on card stock so that customers can complete easily.

PROCEDURES
(cont.)

Step 5. Randomly select dates and times for data collection. In order to collect data from a representative sample of your users, you should collect data on a variety of days and times, over a month period of time. Make sure you include some mornings, afternoons, evenings, weekdays, weekends, etc., to make sure your sample is representative of the total user group.

Step 6. Administer survey.

ANALYSIS

Step 7. Analyze data. Once all surveys have been collected, the following steps will enable you to derive a single customer satisfaction score.

a. Compute a mean (average) for each of the 25 items by totaling all scores for that item and dividing by the number of scores. For example, you have 10 folks complete the survey, and nine respond to question #1. You total the nine responses and divide by 9.

b. Next, you need to compute a grand mean. Total all 25 mean scores, and divide that number by 25 to arrive at your grand mean.

c. Last you multiply grand mean by 2, to derive your final customer satisfaction score. This is the number that is entered into the score sheet.

If the responses are marked "not applicable" or are missing, do not compute them into your mean score. For example 25 surveys are collected, and for item #5 only 20 responses are valid. That is to say five respondents either circled not applicable or did not circle any response. You would add the 20 scores and divide by 20.

FURTHER ANALYSIS

The survey instrument measures four domains of service quality. The domains are represented by a group of items as follows:

DOMAIN	ITEMS
Tangibles (physical facilities, equip., and appearance)	#1, 10, 14, 16, & 20
Reliability (ability to perform the promised service accurately and dependably)	#2, 3, 4, 5, 6, 8, & 9
Responsiveness (willingness of the staff to help customers and provide prompt customer service)	# 7, 12, 21, 22, 23, & 24
Assurance (courteous and knowledgeable employees who convey confidence and trust)	#11, 13, 15, 17, 18, 19, & 25

Should you wish to compute mean scores for each domain, add the appropriate mean scores for each domain, and divide that total by the number of items in that domain. For example, if you were interested in how your program scored on the reliability domain, you would add the mean scores from items #2, 3, 4, 5, 6, 8, & 9 and divide by 7.

Customer Satisfaction Survey Checklist
(Assumes pen and paper method is chosen to collect data)

STEPS FOR SURVEY IMPLEMENTATION	DATE COMPLETED	BY WHOM
1. Download survey from website		
2. Customize survey for your use – insert your program name		
3. Determine number of surveys to collect using table provided		
4. Copy appropriate numbers of survey – preferably on card stock so that customers can complete easier		
5. Randomly select dates and times for data collection – distributed over one month period		
6. Collect data – offering some incentive for survey completion		
7. Complete data analysis		
a. Compute mean for each of the 25 items by totaling all scores for that item and dividing by the number of scores.		
b. Total all 25 mean scores, and divide that number by 25 to arrive at your grand mean.		
c. Last you multiply grand mean by 2, to derive your final customer satisfaction score		
8. If desired, complete further analysis		
9. Enter Customer Satisfaction score in Score sheet		

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CUSTOMER SATISFACTION SURVEY

MWR is very interested in how satisfied you are with the _____ program. Below are statements that may reflect your satisfaction with this program. Please indicate your level of satisfaction by circling your response to each item. Circle "0" in the "Not applicable" column for items you believe do not apply to this program. Thanks for your feedback!

ITEM	NOT APPLICABLE	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	STRONGLY AGREE
1. Equipment provided is up-to-date	0	1	2	3	4	5
2. Programs start on time	0	1	2	3	4	5
3. Staff is willing to go an extra step	0	1	2	3	4	5
4. Programs are offered at convenient times	0	1	2	3	4	5
5. Staff is dependable	0	1	2	3	4	5
6. Staff has enthusiasm	0	1	2	3	4	5
7. Staff gives individual attention to you	0	1	2	3	4	5
8. Staff responds to requests quickly	0	1	2	3	4	5
9. Information provided is accurate	0	1	2	3	4	5
10. Facility is aesthetically attractive	0	1	2	3	4	5
11. Staff is well dressed and appears neat	0	1	2	3	4	5
12. Staff understands your needs	0	1	2	3	4	5
13. Staff is competent	0	1	2	3	4	5
14. Staff acts on participants' suggestions	0	1	2	3	4	5
15. Staff makes you feel as though you belong	0	1	2	3	4	5
16. Facility is comfortable	0	1	2	3	4	5
17. Staff is friendly	0	1	2	3	4	5
18. What is promised is delivered	0	1	2	3	4	5
19. Staff is knowledgeable	0	1	2	3	4	5
20. The organization is concerned with quality control	0	1	2	3	4	5
21. Program/facility is at a convenient location	0	1	2	3	4	5
22. Other participants are not bothersome	0	1	2	3	4	5
23. Problems are quickly solved	0	1	2	3	4	5
24. Staff takes time with the participants	0	1	2	3	4	5
25. Staff performs duties consistently well	0	1	2	3	4	5

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BOWLING PROGRAM STANDARDS AND METRICS
SECTION III

<table>
<tr><td>SCORING</td></tr>
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PURPOSE OF THIS SECTION

To describe how to calculate a score for this program using a pre-programmed scoring template (Excel spreadsheet).

BACKGROUND

Periodically Navy leadership will conduct a scoring of all MWR programs, with scores and costs for all programs collected and aggregated. This process is normally web-based, with scores being recorded in a database or spreadsheet that is then uploaded onto a website provided for that purpose. It isn't necessary to wait for the Navy-wide call to calculate the score for your program, however. A simpler method is available that you can use at any time to see how your program compares to the standards and determine your Service Level (S/L).

NOT APPLICABLE "N/A"

It is possible you will find that some standards don't apply to your program. Circumstances may be such that the standard simply "doesn't fit." When that happens, you may mark the standard "N/A" and adjust the scoring accordingly. You should remember that applicability is the nature of most standards, however ... meaning that most standards DO apply. Just because you don't comply or it is very difficult for you to achieve, doesn't mean it doesn't apply. You should be able to justify your reasoning for any standard you mark "not applicable."

PROCEDURES

To calculate a Service Level (S/L) score for your program, follow these steps:

Step 1. Complete the scoring process in this booklet, recording the percent compliance for each metric on the worksheets provided.

**PROCEDURES
(cont.)**

Step 2. If you don't already have the Excel worksheet with the pre-programmed scoring template, you may download it from the Navy MWR website. Go to **http://www.mwr.navy.mil/mwrprgms/programstand.htm** and download the scoring matrix for your program.

Note:	If you are challenged about "macros" when opening the spreadsheet, select "Enable Macros." This spreadsheet contains pre-programmed formulas and multipliers that you should not change or your score will not calculate correctly. You should enter numbers in the cells that are <u>light green</u> in color only.

Step 3. Find the Personnel Sub-Matrix in the spreadsheet. Enter the percent score you calculated on the worksheet for metric 1.1 into the "performance block" as shown in the example below.

**PROCEDURES
(cont.)**

Step 4. Find your score for this metric by reading straight down the column to find the closest number that does not exceed your percentage score, then read to the right and find the corresponding number from the 0-10 scale. Record the number from the 0-10 scale in the **Score** block near the bottom of the column for metric 1.1.

Personnel Sub-Matrix

1.1 Percent Staffing Level	1.2 Percent With Appropriate Qualifications	1.3 Percent Receiving Required Training	
90			Performance

			0-10	
100	100	100	10	S/L1
95	95	95	9	
90	90	90	8	S/L2
85	85	85	7	
80	80	80	6	
75	75	75	5	S/L3
70	70	70	4	
65	65	65	3	
60	60	60	2	
55	55	55	1	
50	50	50	0	

8			Score	
50	25	25	Weight	Index
400	0	0	Value	400

The score will automatically be multiplied by the weight pre-assigned to this metric, and a score will appear in the **Value** block. A partial score for all 3 personnel metrics will also appear in the **Index** block.

PROCEDURES (cont.)

Step 5. Repeat steps 3 and 4 for all remaining metrics (the rest of Personnel and for all metrics in Facility, Program, Equipment and Administration), entering the scores in the appropriate sub-matrices.
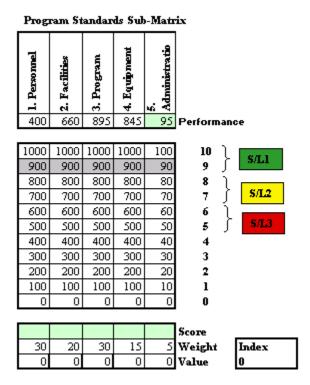
NOTE:	For all programs except Auto Skills, the score for Administration should be entered in the Program Standards Sub-Matrix. For Auto Skills, complete the sub-matrix for Administration.

When you have finished entering all the scores in the Personnel, Facility, Program, Equipment and Administration sub-matrices, the Program Standards Sub-Matrix will look something like the example below. All the **Index** block scores from each sub-matrix should now appear on the **Performance** line of the Program Standards Sub-Matrix.

Program Standards Sub-Matrix

1. Personnel	2. Facilities	3. Program	4. Equipment	5. Administratio	
400	660	895	845	95	Performance

1000	1000	1000	1000	100	10	S/L1
900	900	900	900	90	9	
800	800	800	800	80	8	S/L2
700	700	700	700	70	7	
600	600	600	600	60	6	S/L3
500	500	500	500	50	5	
400	400	400	400	40	4	
300	300	300	300	30	3	
200	200	200	200	20	2	
100	100	100	100	10	1	
0	0	0	0	0	0	

					Score
30	20	30	15	5	Weight
0	0	0	0	0	Value

Index
0

PROCEDURES (cont.)

Step 6. Enter the scores from the 0-10 scale for all five areas in the **Score** blocks just as you did in the other sub-matrices. Read straight down the column to find the closest number that does not exceed your percentage score, then read to the right an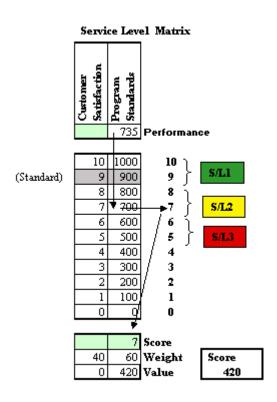d find the corresponding number from the 0-10 scale. Record the number from the 0-10 scale in the **Score** block near the bottom of the column.

Don't forget to enter the score for Administration in this sub-matrix if there is no other sub-matrix for it.

Program Standards Sub-Matrix

1. Personnel	2. Facilities	3. Program	4. Equipment	5. Administratio	
750	660	895	845	95	**Performance**

1. Personnel	2. Facilities	3. Program	4. Equipment	5. Administratio		
1000	1000	1000	1000	100	10	S/L1
900	900	900	900	90	9	
800	800	800	800	80	8	S/L2
700	700	700	700	70	7	
600	600	600	600	60	6	S/L3
500	500	500	500	50	5	
400	400	400	400	40	4	
300	300	300	300	30	3	
200	200	200	200	20	2	
100	100	100	100	10	1	
0	0	0	0	0	0	

7	6	8	8	9	**Score**	
30	20	30	15	5	**Weight**	**Index**
210	120	240	120	45	**Value**	**735**

**PROCEDURES
(cont.)**

Step 7. Find the Service Level Matrix and complete the scoring for the program standards by entering the appropriate number from the 0-10 scale in the **Score** block. (The total score for Program Standards should have automatically appeared in the **Performance** block.)

Service Level Matrix

	Customer Satisfaction	Program Standards		
		735	**Performance**	
	10	1000	10	
(Standard)	9	900	9	S/L1
	8	800	8	
	7	700	7	S/L2
	6	600	6	
	5	500	5	S/L3
	4	400	4	
	3	300	3	
	2	200	2	
	1	100	1	
	0	0	0	

		7	**Score**
40	60		**Weight**
0	420		**Value**

Score
420

PROCEDURES
（**cont.)**

Step 8. Complete all scoring by entering the score from your Customer Satisfaction Survey. Ensure you have followed all the steps in Section II of this booklet to arrive at a Customer Satisfaction Score. Put the number on the **Performance** line and on the **Score** line.

Service Level Matrix

In this example, the final score was 740, which is an S/L2 on the 0-1000 point scale.

Previous Navy-wide scoring has resulted in a final score on the 0-10 scale vice a thousand-point scale. The score in this example is a 7.40 on the 10-point scale – just move the decimal point two places to the left.

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